

EMPOWERING CITIZENS AND MUNICIPALITIES IN UKRAINE

U-LEAD with Europe's contribution to a transparent, accountable and responsive multi-level governance in Ukraine

PARTNER: Ministry for Communities and Territories Development of Ukraine (MinRegion)

SUPPORTED BY: European Union, and its member states Germany, Sweden, Poland, Denmark, Estonia and Slovenia

DURATION, BUDGET: 2016-2023, EUR 152.3 million

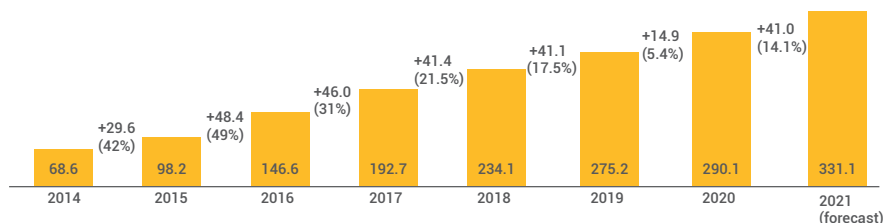
Last update: April 2021

CURRENT STATUS OF THE DECENTRALISATION REFORM

The decentralisation of power to municipalities in Ukraine began in April 2014. The objective is to bring public services closer to citizens and thus increase the effectiveness of their provision. Through the reform, smaller municipalities (hromadas) that merge into larger municipalities receive more responsibilities, powers and corresponding financial resources. This process of territorial reorganisation reached an important milestone through nationwide local elections in October 2020.

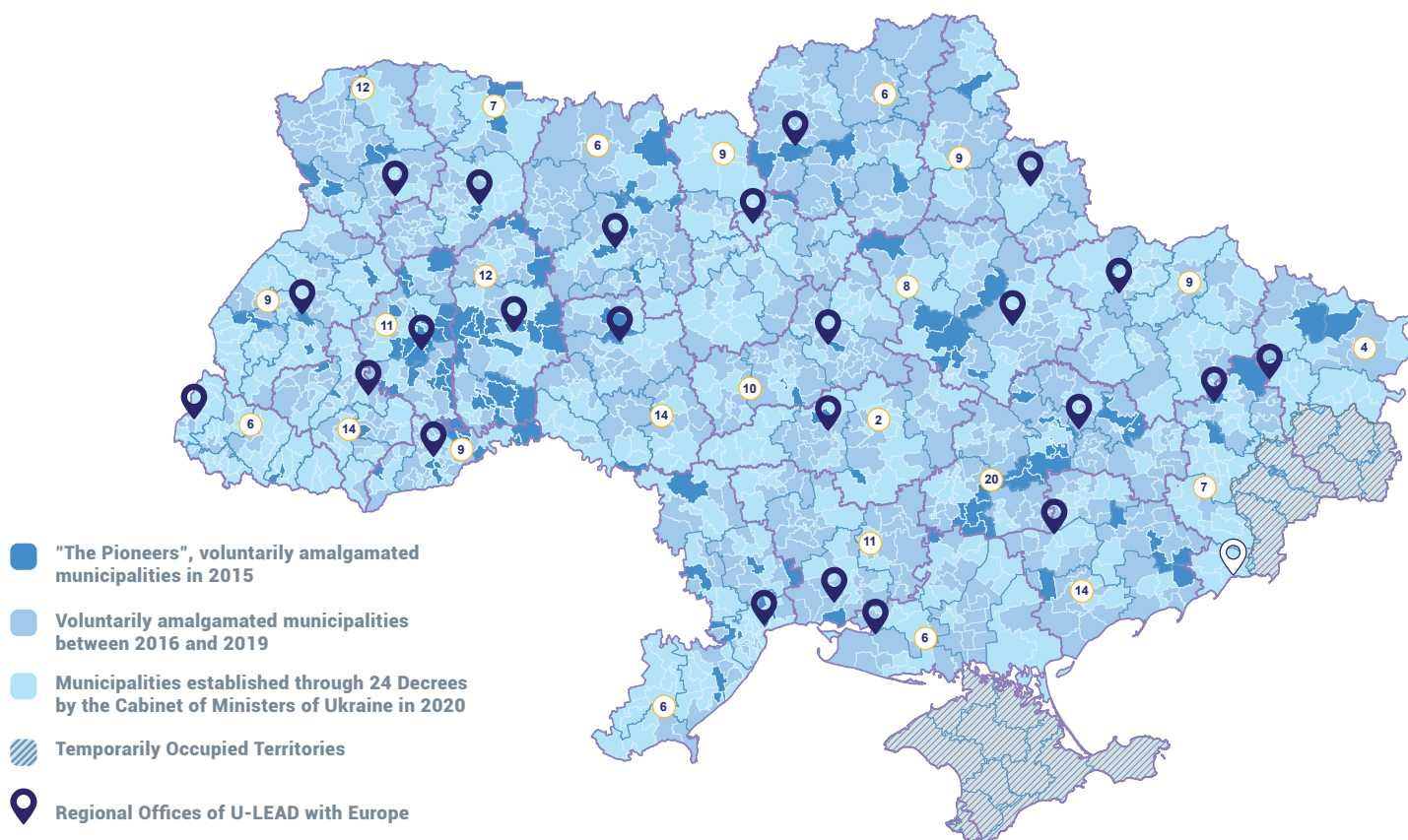
- Since the local elections of 25 October 2020 and in line with the CabMin's decisions, Ukraine consists of **1,470 municipalities**.

- Own revenues** of local budgets increased* (UAH, bln).



*Data of 872 municipalities having direct inter-budgetary relations with the state budget studied

For the decentralisation reform to be successful, further legislative steps in line with the principles of the European Charter of Local Self-Government are required. If adopted through an inclusive consultative process, they will allow for a coherent and consolidated framework and render the reform even more effective.



- 222 Number of Administrative Service Centres established and modernised with U-LEAD with Europe support in each oblast

U-LEAD'S CONTRIBUTIONS FROM 2016 TO 2021

THEMATIC PRIORITIES AND IMPLEMENTATION STRUCTURE

- U-LEAD **improves the capacities of municipalities** to carry out the newly assigned tasks and promotes citizen and private sector engagement in local affairs. It helps to provide new well-functioning Administrative Service Centres (ASCs) which greatly increase the availability of administrative services to citizens.
- U-LEAD provides advice on strengthening local self-government (LSG) and regional development **to the national level**, improving coordination between different ministries and levels of government.
- U-LEAD has its regional offices in all **24 oblasts** of Ukraine, and co-founded the EU Project Office in Mariupol, Donetsk Oblast, to support the Sea of Azov region.
- U-LEAD has developed a **powerful network of long- and short-term experts**, who provide trainings and consultations on topics related to LSG and regional development to local government and state bodies, primarily to municipalities.
- This pool of experts has been filled through a transparent and fair competition. Out of **3,200 applicants**, about **1,000 persons** were interviewed and **356 experts** were selected for the pool.

CAPACITY DEVELOPMENT OF MUNICIPALITIES

U-LEAD with Europe puts strong emphasis on capacity development of elected officials and public servants in municipalities, enabling them to better fulfil their new roles and responsibilities. U-LEAD with Europe:

- Conducted over **8,300 events** of various formats (excl. consultations) with over **210,000 participants** from the national, regional and local levels. **Over 60%** of the participants were women.
- Is pioneering the concept of **Thematic Support Packages (TSPs)** to build up expertise in all the key dimensions that municipalities need to tackle. The TSPs are a mix of training and other learning instruments, e.g. study tours, e-learning, peer-to-peer exchange and on-the-job consultations to develop municipalities' capabilities.
- Under Phase II, conducted **810 "First Steps" events** for local municipalities, where the first local elections took place on 25 October 2020 (**5,458 participants** from **1,163 municipalities**), **30 "Steps for Leaders" seminars** for leaders of **153 municipalities**, and **320 "Steps for Specialists" events** for **1,230 municipalities (7,031 participants)**, offering in-depth expertise to local government officials.
- Developed the e-learning platform **u-learn.org.ua** as an integral part of its TSPs. **1,127 certificates** have already been issued to online learners.
- Supports municipalities in the field of anti-corruption policy and integrity through cooperation with the **National Agency on Corruption Prevention**.
- Formed **She-LEADs**, a leadership network of about **150 female leaders of local self-government (LSG)** from all oblasts, as a platform for exchange and joint learning.
- Developed practical guidelines and organised trainings for partners to strengthen **gender responsiveness** of municipal services.
- Implemented the project **"Strengthening the Networks of Civil Servants Training Institutions"** (Georgia, Moldova, Ukraine) which resulted in **6 regional meetings** in partner countries and set-up of the network of **10 trainers** on ethics and integrity.

As the result of capacity development offered, **754 municipalities** have adjusted, on average, **17 internal procedures**, which included local fees and taxes, management of healthcare facilities and regulation of their education departments.

SUPPORT TO REGIONAL AND LOCAL DEVELOPMENT

U-LEAD facilitates knowledge from EU member states, including from Slovenia, to promote regional and local development:

- **30 municipalities** obtained IT tools and **50** were trained on asset management and **evidence-based decision-making**.
- **30 municipalities** have prepared local mobility plans with ready-to-finance projects.
- Over **90 municipalities** were trained and **30 mini-projects** were implemented to **improve social services**.
- Over **430 citizens** were trained to become **voluntary firefighters**. **36 voluntary fire brigades** were formed.
- Between January and March 2021, **242 municipalities** took part in "Public Security and Safety" seminars.
- **30 municipalities** have prepared spatial development concepts and action plans. By February 2021, **207 municipalities** received advisory support on spatial planning and natural resource management issues.
- **31 partnerships** between rural and urban municipalities are supported by U-LEAD.

- **31 municipalities** have developed local waste management plans after specialised training and awareness-raising.
- **50 municipalities** with diverse ethnic populations participated in capacity development measures.

- **5 municipalities** developed project concepts related to their ethnic heritage potential.
- **23 investment passports** and **64 offers** for cooperation with business were elaborated by **23 municipalities**.

SUPPORT TO IMPROVED ADMINISTRATIVE SERVICE DELIVERY

U-LEAD aims at increasing accessibility and efficiency of services delivered locally through support for up to 600 ASCs:

- **222 well-functioning ASCs**, including **11 mobile ASCs** established (until 15 April 2021).
- **562 municipalities** became participants of the Programme on ASC establishment: **484 ASCs**, including **11 mobile ASCs**, and **816 access points** to administrative services will be established by mid-2021.
- **39 study visits** to well-functioning ASCs were conducted for **789 participants** from **403 municipalities**.
- A support package of **9 manuals** was developed to endorse municipalities to establish their ASCs and make them a place free from all types of discrimination.
- **11.9 mln residents** will receive access to high-quality administrative services as a result of the Programme's support.
- **233 LSGs** received the institutional support from the Expert Help Desk for ASCs.

SUPPORT TO E-GOVERNANCE

The U-LEAD support project EGOV4UKRAINE makes public service provision more transparent and effective by developing and implementing the secure data exchange system (Trembita) and the information system for ASCs (Vulyk):

- **Trembita** has been developed and delivered to the Ministry of Digital Transformation of Ukraine.
- In May 2019, the State Service of Ukraine on Medicines and Drugs Control and the National Health Service of Ukraine started to exchange information to control the validity of medicine licenses in retail sales.
- At the end of February 2021, the project completed work on the Trembita system development and implementation. To date, more than **80 institutions** have joined the system, more than **180 electronic interactions** between the institutions have been established. In particular, Trembita is the basis for providing such popular services as "eBaby" and ID-14.
- **Vulyk** has been developed and implemented in about **200 ASCs**. It is expected that the system will be implemented in up to **400 ASCs**.
- Awareness about Trembita and Vulyk was raised among officials and IT specialists from the public sector through **5 Forums** for IT directors, **6 study tours** to Estonia, as well as trainings for about **200 Trembita implementors** and about **260 Vulyk integrators**. More than **2,300 Vulyk users** took part in online seminars between March 2020 and April 2021.

SECTOR REFORM SUPPORT

U-LEAD supports sector decentralisation in the areas of healthcare, education and social services. It also provides municipalities with guidance and consultations on local finance and human resources management:

- Trainings and consultations were implemented in **850 municipalities** to support strategic planning and creation of capable education and healthcare networks.
- U-LEAD experts provided **400 municipalities** with guidance on establishing and developing Teachers' Professional Development Centres at the local level.
- **1,100 municipal representatives** took part in seminars and consultations on better social service delivery, while **320 participants** joined **10 seminars** on human resources management and teamwork.
- **1,169 municipalities** received over **67,000 posters** and over **22,000 instructions** on anti-COVID measures during the local elections. The materials were developed in cooperation with the Centre for Public Health in Ukraine. **250 municipalities** received guidance on anti-pandemic measures during the preparation and conduction of the local elections.
- **Up to 380 municipalities** learned about legislation innovations in the field of public procurement and use of the Prozorro system, an official platform of the electronic public procurement system of Ukraine. **Around 200 municipalities** learned how to lease state and communal property through the Prozorro.Sales tool.
- **Around 900 municipalities** mastered budget planning, gender balanced budgeting, open budget and the use of the information and analytical LOGICA system to plan and implement local budgets.

REFORM COMMUNICATIONS AND DIALOGUE

U-LEAD contributes to raising Ukrainian citizens' awareness of the benefits of decentralisation and the opportunities for citizen engagement in local self-governance. U-LEAD with Europe:

- Conducted the **country-wide campaign "I am hromada"** to accelerate municipalities' amalgamation and promote decentralisation. The campaign covered **39 districts (rayons)** with no amalgamated municipalities and reached **6,000 people** with a roadshow and **500,000** in social media.
- Entered into a cooperation with about **30 civil society organisations** that work on citizen engagement all over Ukraine. Almost **1,030 dialogue events** were conducted.



- Conducted a **plogging day "My clean hromada"** in cooperation with the Velykodymerska municipality, Kyiv Oblast to promote sustainable waste management.

- In cooperation with Ukrainian public broadcaster **UA:PBC** and **Deutsche Welle Akademie** launched Spilno (Jointly) TV programme, covering developments in Ukrainian regions due to decentralisation.



- Organised the online international expert exchange **"Development of Municipalities: Trust, Institutions, Finance and People"** on 10-11 December 2020. **Over 30 experts** from **12 countries** shared their vision on the future of local development and more than **14,000 users** watched the broadcasts online.



U-LEAD'S SUPPORT TO MUNICIPALITIES IN COMBATTING THE COVID-19 PANDEMIC

In order to support municipalities in their activities to combat the COVID-19 pandemic, U-LEAD:

- In cooperation with the Centre for Public Health in Ukraine developed and distributed **500,000 newspapers**, **100,000 leaflets** and **45,000 posters** among over **800 rural municipalities** to raise citizens' awareness on COVID-19.
- With EU support and in cooperation with Caritas Ukraine procured and delivered **protective kits** with medical masks, hand and surface disinfectants, protective gowns, contactless thermometers, protective glasses, and respirators to over **900 rural municipalities** and municipalities of small cities in need.
- Supported **11 regional manufacturers** who produced over **300,000** face masks for over **900** municipalities.
- Disseminated **500 sets** to Administrative Service Centres established with U-LEAD support for the safe organisation of their premises.
- Conducted **24 online fora** on various issues of combating the COVID-19 pandemic and municipal management, having engaged **2,808 municipal representatives** from Ukraine, Slovenia, Slovakia, Poland, Lithuania, Estonia, Italy, Germany, Denmark, France, Greece, Sweden, Switzerland.



Since 15 March 2020, U-LEAD delivers its services through digital means



* Number of events (trainings, consultations, dialogue events, fora, etc.) conducted by U-LEAD